



Strategic Plan

Quality Service is
Our Business

January 1998

U.S. Department of Energy
Office of Human Resources
and Administration

Message from Arch Durham . . .



For the last four years, our motto, *"Quality Service Is Our Business"*, has served as our guidepost in our relationships with our customers. It is not just a slogan. It's a way of life with us, thanks to the dedication and creativity of our employees who seek countless ways to meet the needs of our customers for best value and the timely delivery of products and services.

[REDACTED] flexible service team that perform its varied missions. Commitments in this Plan of choice and to accountable manner.

working in partnership with our customers, we will strive to continually improve our products and services in ways that support their needs.

We are also committed to providing our Human Resources and Administration employees with the training, development opportunities, and tools they need to serve our customers best. At the same time, we will continue to strive to sustain an environment that fosters employee well-being, job satisfaction, and career development.



[REDACTED]
Arch E. Durham
Assistant Secretary for
Human Resources and Administration

Mission

The Office of Human Resources and Administration works in partnership with our customers to support the Department of Energy (DOE) by providing effective corporate management systems and business practices while enhancing the effectiveness and well-being of our employees. We will provide best value, high quality, and timely products and services in the areas of administrative services, human resources and training, information management, corporate quality management, procurement assistance, and executive secretariat support.

Vision

We will be seen as a proactive, customer-oriented team continually improving our service delivery, as measured by customer feedback. We will be recognized by our customers as a highly trained, motivated, and diverse workforce that is responsive to their expectations for high quality and timely products and services.

Environment:

External factors play an important role in our business. We partner with many DOE offices in all areas to help leverage declining resources and provide services that our customers require to conduct their daily work. We work closely with other Federal agencies, the Congress and the White House to ensure our customers and taxpayers receive what they need in an efficient and effective manner. These external relationships and partnerships assist us in providing efficient administrative and human resources management activities and support as we work together to achieve our common goals.

Linkages:

We recognize the importance of linking our Strategic Plan to the Department's commitments to ensure our goals, strategies, and measures of success support the DOE mission and provide our customers and the taxpayers with the best value for their tax dollar.



Measuring Our Progress:

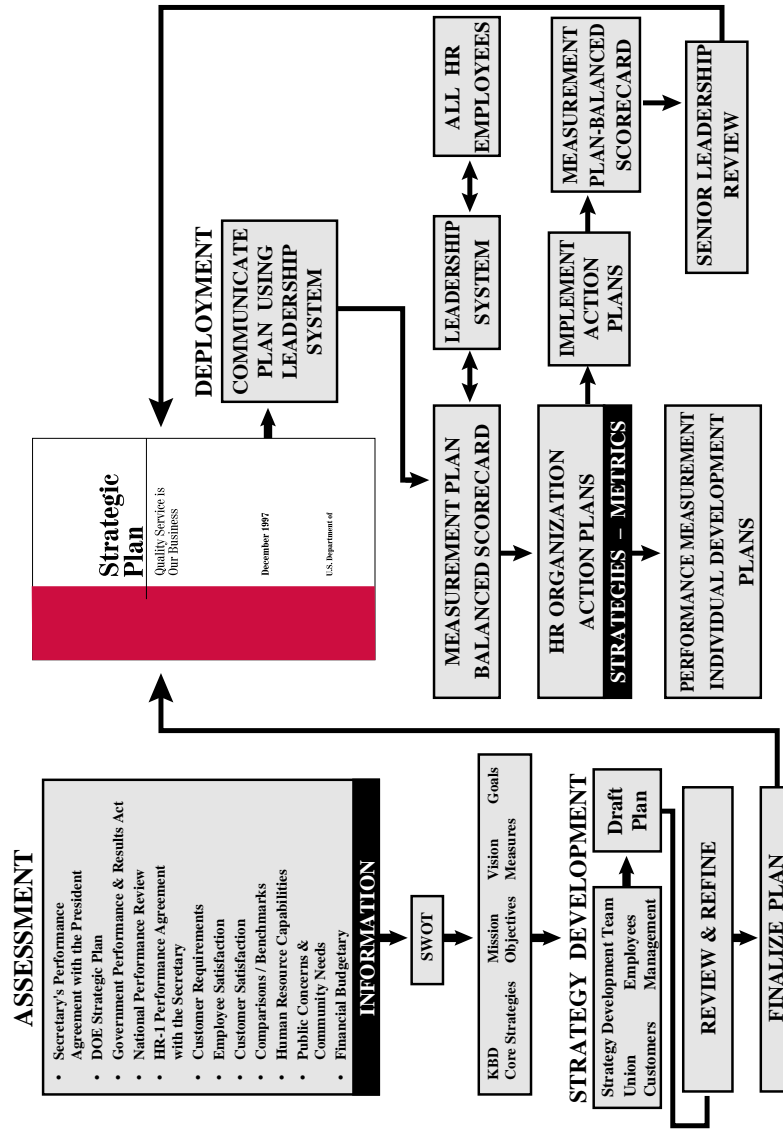
To measure our performance in an open and accountable manner, the Office of Human Resources and Administration uses the Balanced Scorecard Methodology. The Balanced Scorecard provides an organized framework for identifying and communicating performance objectives, measures, and metrics in four equally important areas: Internal Business Processes, Financial, Customer, and Innovation and Learning. The four goals in this Strategic Plan relate to these four areas.



Process:

Strategic planning is a complex and continuous process. The following figure depicts our Strategic Planning Process which consists of three phases: assessment, development, and deployment. The centerpiece of the assessment phase is an analysis of our Strengths, Weaknesses, Opportunities, and Threats (SWOT). The resulting Strategic Plan provides us with a framework for deploying and communicating our strategy. It incorporates the organization's Key Business Drivers (Reinvention, Quality, Customer Satisfaction, Employee Satisfaction), Mission, Vision, Departmental Core Values, Strategic Goals and Commitments, and Metrics.

Human Resources and Administration Strategic Planning Process



The Office of Human Resources and Administration

Office of Business Management, HR-1.4

The Office of Business Management provides interdisciplinary analytical and administrative support to the Assistant Secretary for Human Resources and Administration and to the operating units reporting to the Assistant Secretary, in order to sustain and improve the achievement of HR Strategic Plan goals. In addition, this Office performs functions related to the management and administration of the Headquarter's Working Capital Fund.

Office of Administrative Services, HR-2

The Office of Administrative Services provides Department-wide guidance on printing, mail, and library policy and provides administrative support, direction and oversight to Headquarters mail, printing, graphics, distribution, and library services and activities. In addition, this Office administratively supports all Headquarters property, transportation, and facilities management activities.

Office of the Deputy Assistant Secretary for Human Resources, HR-3

The Office of Human Resources works in partnership with its customers to design and deliver quality human resources and training programs, services, systems, tools, and advice that facilitate effective human resource management decisions and achieve a highly skilled and diverse workforce.

Office of the Deputy Assistant Secretary for Information Management and Chief Information Officer, HR-4

The Office of Information Management works in partnership with DOE management to provide advice and assistance to help ensure information technology and resources are acquired and implemented in accordance with statute and Departmental policy. In addition, this Office provides desktop computing support, televideo, telephone, and facsimile services. The Departmental information framework supports business decision making; information sharing; and a basic structure for organizing information, applications, organizational and technological components, and their interrelationships. The Deputy Assistant Secretary also acts as the Chief Information Officer (CIO) and, in that capacity, reports directly to the Deputy Secretary.

Office of the Deputy Assistant Secretary for Procurement and Assistance Management, HR-5

The Office of Procurement and Assistance Management provides procurement services to Headquarters elements by placing and administering procurement contract awards. In addition, this Office develops, coordinates, and implements Department-wide policies, procedures, programs, and management systems pertaining to procurement, acquisition, financial assistance activities, personal property management, and industrial mobilization and related activities.

Office of Quality Management, HR-6

The Office of Quality Management serves as the corporate-level catalyst for accelerating the transformation of the Department of Energy to a customer-centered, quality culture. The Office provides the corporate quality framework, expertise, training, and information processes in partnership with our internal/external customers and stakeholders. In addition, their services include consulting, assessing, and training activities.

Office of the Executive Secretariat, HR-7

The Executive Secretariat serves the Office of the Secretary, DOE Headquarters and Field Offices, and the public by expediting quality correspondence; developing, maintaining, and sharing institutional memory and access to information; and facilitating timely delivery of executive commitments. In addition, it provides document control, tracking, and analysis; management of Freedom of Information Act (FOIA) and Privacy Act compliance; written history of the Department and its predecessor agencies; and advisory committee management.



Corporate Strategic Goals

GOAL A

We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.

Strategic Commitments:

1. **Provide a safe, environmentally conscious, and energy efficient workplace for all Headquarters employees.
(HR-2)**

Strategies:

- Improve safety awareness at the workplace through increased sharing of safety information
- Reduce energy consumption to comply with the Energy Policy Act of 1992 and Executive Order 12902
- Implement a Department of Energy HQ Energy Management Performance Agreement between the Office of Human Resources and Administration and the Office of Energy Efficiency and Renewable Energy

Metrics:

- Increase by 25% the number of respondents to the HQ Federal Employee Occupational Safety and Health Survey
- Reduce energy consumption by 30% by FY2005
- Meet objectives of Energy Management Performance Agreement

2. Manage and execute comprehensive training and educational programs to enhance the professional and technical competencies of Departmental employees. (HR-3)

Strategies:

- Manage the implementation of the Technical Qualifications Standards Program (DNFSB Recommendation 93-3) and the Professional Skills Curriculum
- Reduce Corporate DOE training costs
- Develop a Training Customer Service Representative Program with Headquarters and Field organizations during FY1998

Metrics:

- Meet or exceed applicable training Technical Qualifications Standards by 75%, or more, of 1,750 covered employees by October 1, 1998
- Establish two training centers of excellence in FY1998 and FY1999
- Increase Department of Energy participation in established Federal and Regional Training and Development Councils; increase number of existing DOE training catalogs on the universal catalog
- Achieve reduced training costs as targeted by the Training and Development Management Council
- Achieve 95% coverage of HQ and Field Offices by the Customer Service Representative Program.

3. Streamline, automate, and reengineer human resources systems, programs, and processes. (HR-3)

Strategies:

- Delegate major personnel authority
- Reengineer major personnel/training processes
- Improve employee access to personnel information

Metrics:

- Delegate at least one additional major personnel authority to Headquarters organizations by the end of FY1998
- Reengineer at least one major personnel/training process by the end of FY1998, 1999, and 2000 that results in reduction of cycle time, cost, or measurably improves customer satisfaction
- Implement the Corporate Human Resource Information System by December 1998

4. Assist Departmental management in improving the diversity of the workforce and quality of work life. (HR-3)

Strategies:

- Increase usage of family friendly programs, including telecommuting and flexiplace, at the Department of Energy Headquarters
- Partner with community/minority/professional associations to develop a diverse pool of students for the Diversity Student Employment Program
- Participate in Welfare to Work Initiative

Metrics:

- Achieve at least a 3% participation rate of HR employees in the Telecommuting and Flexiplace Program during FY1998 and subsequent years
- Conduct a Diversity Student Employment Program during FY1998 through FY2000
- Hire 20 former welfare recipients by the end of FY1998 and 55 by the end of FY2000
- Maintain HR workforce diversity levels at FY1997 levels or better (HR-1.4)



5. Align staffing to Department Strategic Alignment Initiative Goals. (HR-3)

Strategy:

- Reduce staffing to achieve Departmental annual Strategic Alignment Initiative targets

Metrics:

- Meet or exceed staffing target of 10,874 by end of FY1998
- Achieve assigned FY1998 staffing targets for HR (HR-1.4)

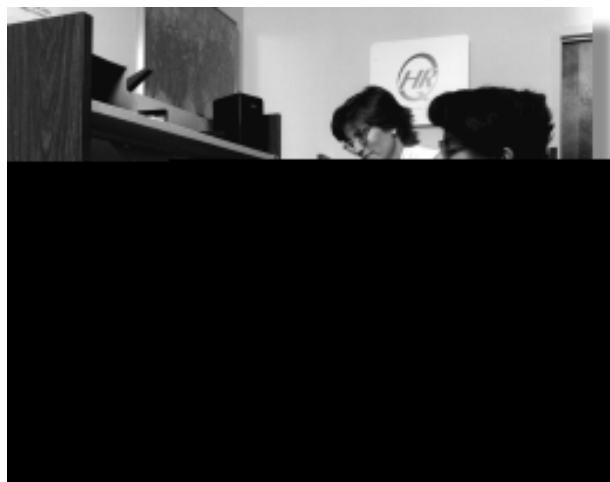
6. Bring DOE and HR to a new level of commitment to volunteer service with emphasis on community service activities targeting our Nation's young people. (HR-3)

Strategy:

- Foster participation of Federal and contractor employees in community service activities through planning and implementation of community service initiatives, and celebration of volunteer service.

Metrics:

- Demonstrate measurable progress in FY 1998 in implementing the four Secretarial commitments made at the Presidents' Summit for America's Future
- Sponsor quarterly Community Service Fairs in FY 1998
- Establish "Everybody Wins" Program at Headquarters in FY 1998



7. Improve cooperation and collaboration within the information management community to cost-effectively meet the information management needs of DOE. (HR-4)

Strategies:

- Utilize the Capital Planning Information Technology Investment Board and operationalize the requirements of the Clinger-Cohen Act of 1996
- Implement a 5-year information management plan and produce annual operational plans as part of the Department's budget process
- Implement a Department-wide information architecture with supporting standards to foster \$100 million in cost avoidance over the next 5 years
- Reengineer information management business processes
- Facilitate Department-wide implementation of Year 2000 century date change for mission-critical computer systems
- Guide information management activities using the Corporate Information Management Guidance Process

Metrics:

- Achieve annual information management savings through FY2000 in support of the 5-year Strategic Alignment goal of \$245 Million (\$61 million in FY1998)
- Meet 100% of milestones established by CIO for Year 2000 compliance of mission-critical systems by March 1999
- Increase number of sites adopting corporate guidance items annually

8. Increase reliance on Paperless Directives System. (HR-4)

Strategies:

- Enhance functionality and utilization of Paperless Directives System via EXPLORER
- Complete links to regulations and technical standards

Metric:

- Increase number of DOE organizations that rely on Paperless Directives System to 80% by October 1998 and to 90% by October 1999.



9. Consolidate and improve Department Management & Operating (M&O) Regulations. (HR-5)

Strategies:

- Conduct a comprehensive review of Department of Energy Acquisitions Regulations (DEAR) for management and operating contracts
- Assess requirements against the Federal Acquisition Regulations (FAR)

Metric:

- Modify DOE regulations by FY1999

10. Empower Department offices to fulfill delegated small purchases requirements. (HR-5)

Strategy:

- Increase use of Purchase Cards throughout the Department to improve efficiency of product delivery

Metric:

- Increase the number of Purchase Card holders by 50% in 1998

11. Provide leadership skills training for the Department's workforce. (HR-6)

Strategy:

- Manage the implementation of the Executive Leadership Forum, "Leaders for a Customer-Driven Organization"

Metric:

- At least 55% of Department managers complete the course by September 1998 and 60% by September 1999

12. Promote organizational self-assessment using the Malcolm Baldrige (MB), Presidential, or Energy Quality Award (EQA) Criteria to demonstrate continuous organizational improvement. (HR-6)

Strategies:

- Promote and support annual organizational self-assessments
- Promote and support the Energy Quality Award (EQA) process
- Promote DOE customer satisfaction

Metrics:

- Achieve self-assessment and EQA scores (including customer satisfaction results) of at least 300 in FY1998 and higher scores in subsequent years
- Increase number of organizational elements participating in self-assessments and EQA process
- Increase customer satisfaction levels by 5% per year over previous year's results as measured by category 7.1 of the Baldrige criteria

13. Improve executive document management. (HR-7)

Strategies:

- Implement the Document Online Coordination System (DOCS)
- Baseline and improve executive document management cycle-time and respond to customer feedback
- Rollout DOCS to Program Offices between FY1998 - FY2003

Metrics:

- Reduce document cycle times by 5% in FY1998, FY1999, and FY2000
- Improve FY1997 customer survey satisfaction rate for executive document management by 5% annually through FY2000

14. Manage the Freedom of Information (FOI) Request Backlog Reduction Initiative and implement Electronic FOIA Requirements. (HR-7)

Strategies:

- Utilize staff resources to focus on backlog reduction
- Expand centralization project
- Implement Electronic FOIA requirements
- Fully automate the FOIA Reading Room between FY1998 and FY2003

Metrics:

- Reduce FOIA backlog by 15% and average case age by 25% in FY1998 and FY1999
- Add two Program Offices to FOIA centralization project in FY1998
- Complete implementation of Electronic FOIA requirements by FY1999

15. Support Communication and Trust through DOECAST. (HR-7)

Strategies:

- Continue and improve use of DOECAST for Secretary of Energy communication to employees and for messages of interest and importance to employees
- Promote appropriate use and cost benefits of DOECAST

Metric:

- Improve survey results of customer satisfaction with DOECAST by 5% in FY1998 and FY1999



GOAL B

We will provide best-value products and services to our customers.

Strategic Commitments:

1. Improve the Working Capital Fund (HR-1.4)

Strategy:

- Plan and implement 100 % of improvements outlined in the 1997 IG report on the Working Capital Fund

Metric:

- Implement 100% of the improvements in FY1998

2. Improve utilization of Headquarters space by reducing the number of facilities from 16 to 4 by the end of FY2000. (HR-2)

Strategies:

- Release 12 locations by end of FY2000
- Release 348,000 sq. ft. of space by end of FY2000
- Save \$22.6M in rent by end of FY2000

Metrics:

- Release 2 locations and 102K sq.ft. in FY1998 for a savings of \$3.6M in rent
- Release 1 location and 100K sq. ft. in FY1999 for a savings of \$5.27M in rent
- Release 1 location and 95K sq. ft. in FY2000 for a savings of \$9.7M in rent

3. Provide timely and effective tools, services, information, and assistance to Departmental organizations and employees in downsizing and workforce restructuring. (HR-3)

Strategies:

- Provide policy and operational support to the program offices in reorganizing, downsizing, and redeploying
- Provide a full and useful range of job information, benefits counseling, outplacement assistance, self-help training, job counseling, mentoring, and other career transition services for employees at DOE Headquarters

Metrics:

- Conduct monthly conference calls with HQ and Field Offices to provide information and address concerns
- Conduct minimum of 10 specialized workshops annually and improve level of customer satisfaction

4. Improve customer accessibility to information through Information Management Initiatives. (HR-4)

Strategies:

- Establish a Configuration Management Board and the process to define standards to access and share information across the Department by January 1998
- Publish agreed-upon DOE standards to access and share information by January 1999
- Provide the necessary infrastructure by December 1999 to allow staff the capability of accessing and sharing information easily and seamlessly across the DOE complex

Metrics:

- Complete baseline of interoperability standards by July 1998
- Migrate 100% of DOE community to DOE standards for accessing and sharing information within 5 years of issuing the standards document
- Increase annually the number of sites adopting standards

5. Ensure that procurement products and services are delivered on time and at a reasonable price. (HR-5)

Strategies:

- Use performance-based contracts for managing and operating of DOE facilities and for obtaining support services
- Convert all existing management and operating contracts to performance-based management contracts as they are extended or competed
- Apply business process reengineering to reduce procurement cycle time
- Improve Federal procurement and property management employee skills
- Use a contractor's past performance record in making future contract selections

Metrics:

- Reduce support services contract obligations below \$610 million (cost avoidance of at least \$90 million) during FY1998
- Convert 50% of support services contracts to performance-based contracts by the end of FY2000
- Reduce procurement cycle time by 30% by September 30, 1998
- Establish a contracting workforce development program by September 30, 1998
- Implement an automated system to track and measure contractor performance by September 30, 1998



GOAL C

We will be recognized by our customers as being a “Quality” organization by emphasizing customer satisfaction, employee satisfaction, and improved partnerships.

Strategic Commitments:

1. Become a recognized leader in Quality Management (QM) principles. (HR)

Strategies:

- Use MB criteria as a roadmap to success
- Use EQA to track progress and measure improvements
- Identify improvement initiatives annually based on EQA feedback reports and/or self-assessments
- Implement and enhance systems that effectively disseminate quality related information throughout the Department

Metrics:

- Improve MB self-assessment or EQA scores
- Increase positive responses by 5% to questions on employee survey concerning HR leadership using QM principles
- Increase number of team awards recognizing quality efforts



2. Improve HR Customer and Employee Survey processes and increase survey response rates. (HR-1.4)

Strategies:

- Obtain customer/employee feedback to enhance the validity and reliability of survey responses
- Develop annual action plans that address customer/employee feedback
- Enhance survey instrument as appropriate to increase survey response rate and response validity

Metrics:

- Increase feedback response rate by 10% to 15% from 1997 level of responses
- Redevelop and enhance electronic survey in response to feedback and needs

3. Continue to meet and/or exceed customer needs and expectations. (HR)

Strategies:

- Conduct annual customer satisfaction surveys
- Develop action plan to address survey results
- Improve customer satisfaction

Metric:

- Increase customer satisfaction levels by 5% per year over previous year survey results for overall HR and key products and services

4. Increase customers' trust in the information management process. (HR-4)

Strategies:

- Improve annually the quality and volume of information on DOE's World Wide Web site
- Utilize the Corporate Information Systems Working Group

Metrics:

- Annually measure user-interest in DOE's World Wide Web by the number of home page visits
- Increase corporate system partnering initiatives implementation by 20% between 1999 and 2002
- Show at least a 5% improvement in level of customer satisfaction each year for 5 years

GOAL D

We will enhance the effectiveness, well-being, and satisfaction of HR employees.

Strategic Commitments:

1. Align workforce with organizational goals, commitments, and priorities. (HR)

Strategies:

- Develop, assess, and implement a unified approach to fill organizational skill gaps that involves training, reassignments, promotions, hiring, reengineering processes, and/or redesigning jobs
- Conduct benchmarking/comparison of skills assessment methods, develop guidance by July 1998, and provide ongoing assistance and guidance to HR organizations

Metrics:

- Increase by 5% each year employee satisfaction with job structure and self-directed responsibilities
- Increase by 5% each year customer satisfaction with timeliness and quality of products/services



2. Model a learning organization. (HR)

Strategies:

- Capture individual learning needs in new or revised Individual Development Plans (IDP) that reflect organizational skills assessments and individual preferences, and evaluate effectiveness of IDPs each year
- Develop annual HR training plan and evaluate plan implementation
- Employ a variety of individual learning strategies including job rotations, special assignments, mentoring, learning teams, and self-development

Metrics:

- 100% of employees have new or revised IDPs in place each year
- Effectiveness of IDPs increases each year, based on employee satisfaction survey results
- Top 2 to 5 organizational training priorities identified in the annual training plans are met each calendar year
- Plan and implement one new organizational learning strategy by each organization and evaluate for effectiveness

3. Establish a consistent and reliable system to support and monitor levels of employee well-being and satisfaction. (HR)

Strategies:

- Develop an effective communications program
- Review and report indicators of employee well-being and satisfaction annually
- Conduct annual employee satisfaction survey and prepare action plan to address the top two or three areas of employee concerns

Metrics:

- Increase of 5% in employee satisfaction rate with communication of information
- Track data trends of employee well-being and satisfaction annually
- Address top two or three areas of employee concerns; show improvement from previous

